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*31 Aug 1956*

Honorable Arthur S. Flemming  
Director  
Office of Defense Mobilization  
Washington 25, D. C.

Dear Mr. Flemming:

Pursuant to the memorandum of 2 July 1956 from Lt. Gen. Willard S. Paul requesting that a final evaluation report be rendered by 31 August 1956 on participation in Operation Alert 1956, we are submitting hereunder our findings and views.

We have re-examined the document entitled "Briefing for Operation Alert 1956" in the light of the exercise and we have at this time no specific recommendations as to changes, deletions, or additions thereto. We are, however, studying in detail each of its items, and also those contained in "Key Documents for Operation Alert 1956," with a view to determining any possible impact which realignment of executive powers might have upon our wartime mission. We feel that any emergency action proposed now or in the future, as well as any document prepared for implementation thereof, should be prepared and coordinated in such manner as to insure that established wartime missions of agencies having a decisive role in the war effort, and the means for accomplishing such missions, will not be altered in any way without the prior knowledge and consent of the agency concerned. To this end it is our belief that a definite mechanism should be established for the purpose of effecting such coordination in the preparation and submission of emergency action papers.

The estimated out-of-pocket costs of this Agency's participation in Operation Alert 1956 are as follows:

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| Travel costs .....   | \$ 5,671.12      |
| Extra costs incurred in the operation of the relocation site, including subsistence furnished participants ..... | 5,804.00         |
| Overtime .....   | <u>53,777.84</u> |
| TOTAL .....  | \$34,673.06      |

The Emergency Financial Plan was studied carefully by fiscal officers and the implications involved in its application to the financial system of this Agency in time of emergency were very carefully considered. It was their opinion that the over-all plan as it pertains to the Executive Department of the Government is adequate for the initial stages of a national emergency requirement. It is believed, however, that this matter should be given further study and it is contemplated that comments of this Agency, in the light of its mission, will be submitted to the Bureau of the Budget with any reservation or suggested changes which might be considered necessary.

Significant items of accomplishment embrace the benefit which was gained by a thorough test of the capabilities of every element of this Agency to function under circumstances requiring emergency relocation. Special assumptions were developed, reflecting the foreign situation during the time covered by your general assumptions as to domestic conditions under attack of the type contemplated by the exercise. These assumptions were designed to bring forth problem play which would test all organizational elements and all facets of the Agency's mission, both from the substantive and the support standpoints. The results revealed the progress which has been made since Operation Alert 1955 and at the same time charted the course for future improvements. In addition, the physical plant and facilities of the relocation site were tested thoroughly and the participants benefitted from a planned familiarization program set up to supplement the problem play, which enabled them to study and determine the adequacy of their vital records, equipment, and materials at the site. Succession of command also was tested by the policy of rotating the top leadership at the site. By this means each of the five senior officials of this Agency was personally in charge of all activities at the site for a scheduled period of time.

The exercise indicated a high degree of readiness on the part of this Agency to fulfill its obligations and carry out its mission under Operation Alert 1956 emergency conditions. SECRET

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study of the results of the exercise indicates a need for increasing the size of this Agency's emergency relocation force. This matter has been under study for some time and we are prepared now to move forward along these lines in the light of experience gained during Operation Alert 1956 and the preparations leading up to it. The Agency's supporting plans will be increased proportionately to the greater numbers of persons required on the emergency relocation force.

It is our belief that future exercises of this type should include a coordinated, uniform set of worldwide assumptions embracing foreign and military considerations which will provide a realistic test for those agencies of the Government whose wartime missions lie predominantly in the foreign field. It is suggested that the emphasis on the domestic situation not be diminished in so far as purely domestic agencies are concerned, but that the foreign assumptions be provided in addition thereto.

It is our belief that the maximum benefit will be derived by staging an exercise of not more than three days' duration, but permitting within that span the simulated telescoping of time in order to make the benefits of realistic participation available to all elements of the agency, including those whose tempo would not, in the regular course of things, be accelerated until after the passage of six days following the launching of an attack. It is believed that a three-day exercise with a flexible time schedule would give more benefits to a greater number of organizational elements of any given department or agency while at the same time detracting less from the regular conduct of normal, scheduled business.

We were pleased to note that the morale of our participating employees was high throughout the exercise, and the will to succeed in making the exercise realistic and worthwhile was manifested at all times by everyone. By a certain degree of rotation we were able to spread the benefits of the exercise to the great majority of the members of this Agency who comprise the emergency relocation force.

In closing, we wish to take this occasion to thank you and the members of your staff with whom we dealt before and during the exercise for the helpfulness and cooperation accorded us.

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HPO/ISS: rwh (23 Aug 56)

Distribution:

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Sincerely,

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G. P. Cabell  
Lieutenant General, USAF  
Acting Director

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